

City Mission, Vision and Core Values

The Winter Garden Way

Mission Statement

To be the best small city in the State of Florida

Our Vision

- Winter Garden will be a safe, family-oriented city growing according to a plan that enhances our sense of community;
- Providing many varied recreational, cultural, educational and housing opportunities for diverse families and individuals;
- Creating the business- friendly environment necessary to attract and retain quality companies, supporting well paid employment opportunities for all our residents;
- Setting aside sufficient green space to protect our natural environment;
- And preserving the character, charm and history that define us.

Core Values

- Deliver **quality services equitably** and **respectfully**.
- Provide **transparent** and **accountable** government.
- Encourage **civic engagement** from the entire community.
- Provide **sound fiscal management** in order to maintain a low tax rate.
- Maintain the highest levels of **honesty** and **integrity**.
- Hire, retain, develop and promote **top talent** based on merit and qualifications.
- Strive for **continuous improvement** through innovative solutions.
- Foster a culture of **teamwork** and **collaboration**.

City Strategic Priorities

The long-term strategic priorities of the City are the bridges that connect *The Winter Garden Way* to each Department's business and operating plans, such that, the strategic priorities become both a compass and a way of life throughout all service areas. Informed by resident feedback from our National Community Survey and from the outcome of several key performance indicators (KPIs), these departmental plans are tweaked and calibrated accordingly each year to reflect new initiatives or goals that further perfect the execution of these strategic priorities.

Along with the *Winter Garden Way*, there are also *nine* primary strategic priorities that were carefully determined 10+ years ago from an analysis of various community stakeholders. This included feedback from the National Community Survey, resident focus groups, business leader interviews, elected official interviews, a town hall meeting as well as a planning workshop. The goals are not in any particular order since each goal is felt to be equally important to the quality of life in Winter Garden. Below, outlines the City's *nine* primary strategic priorities:

- Improve and Maintain Mobility
- Ensure a Safe Community
- Encourage a Thriving Economy
- Protect the Sense of Community
- Preserve the Natural Environment
- Provide an Attractive Community
- Provide Recreation, Arts and Culture
- Support Education and Learning Opportunities
- Maintain Quality Services and Infrastructure

In addition to the nine priorities listed above, the City's *eight* core values identified in *The Garden Way* also serve as secondary priority areas for departments, particularly, the internal services areas that have indirect service contact with citizens. Due to the nature and role of such

departments, for instance Finance, that mostly provide support services to other major service areas, some City core values were more of a natural fit for the department's core business functions, and thus, made the use of the City's core values suitable as a secondary strategic priority. For example, one of the Finance Department's main strategic focuses uses the core value, "Provide sound fiscal management" to help concentrate efforts on more diligent budget controls. As such, it will not be uncommon to see the City's core values being used as a strategic priority for some departmental plans and, in some rare instances, a combination thereof.

STRATEGIC PRIORITIES & GOALS

ENSURE A SAFE COMMUNITY

Direct police presence around property and personal crimes, providing a sense of safety while also ensuring Fire Department and community readiness for fire, medical and disaster emergencies.



FIRE & RESCUE

Protection and preservation of life and property



POLICE

Ensure high sense of safety for all residential and business communities and throughout downtown

ENCOURAGE A THRIVING ECONOMY

Encourage a sustainable thriving economy that maintains a prosperous downtown and attract high-paying local jobs from targeted segments.



COMMUNITY DEVELOPMENT

Expedient plan review process while ensuring high quality development throughout the City

Speedy and quality turnaround service during plan review, permitting and inspection processes

Annex unincorporated enclaves to ensure efficient, consistent and cost effective services for all residents



ECONOMIC DEVELOPMENT

Provide a business-friendly environment that creates desirable and successful businesses

Foster entrepreneurship and empower business start-ups to bolster commerce

Encourage a vibrant Downtown, which in turn creates a thriving City

PROTECT THE SENSE OF COMMUNITY

Protect the history and small town character of Winter Garden to preserve a shared sense of charm and community.



COMMUNITY RELATIONS

Cultivate an improved sense of community inclusion

PROVIDE AN ATTRACTIVE COMMUNITY

Keep the City and its gateway corridors attractive and clean.



COMMUNITY DEVELOPMENT

Improve and preserve the aesthetics and community charm throughout the City



PARKS & RECREATION

Develop and sustain beautiful park, pedestrian and landscape areas

PROVIDE SOUND FISCAL MANAGEMENT

Preserve the trust of our citizens through smart, accountable and disciplined management of the City's fiscal affairs.



FIRE & RESCUE

Contain and control Fire Department's overtime cost



FISCAL MANAGEMENT

Submit balanced budget within appropriate parameters to maintain low tax rates



PUBLIC SERVICES: Wastewater & Reclaimed Water

Control Waste Water Plant Operating & Maintenance Cost within parameters



HUMAN RESOURCES

Reduce healthcare costs to the City



PUBLIC SERVICES: Administration

Provide alternative funding for City capital improvement projects



PUBLIC SERVICES: Water Treatment & Pumping

Control Water Treatment Plant Operating & Maintenance Cost within parameters

PROVIDE TRANSPARENT AND ACCOUNTABLE GOVERNMENT

Uphold the sacred public trust in City government affairs by ensuring responsive accessibility and visibility to information.



CITY CLERK

Improve access, retention, and integrity of City records

PRESERVE THE NATURAL ENVIRONMENT

Protect the natural environment and enhance the footprint of green spaces.



COMMUNITY DEVELOPMENT

Safeguard natural land areas and green spaces throughout the City



PUBLIC SERVICES: Solid Waste

Improve the natural environment through increased recycling awareness

Reduce the amount of solid waste going into the landfill



PARKS & RECREATION

Rehab, restore and protect passive green space throughout the City



PUBLIC SERVICES: Water Treatment & Pumping

Protect groundwater resources through water conservation

Ensure Water Treatment Plant energy efficiency to minimize carbon footprint



PUBLIC SERVICES: Wastewater & Reclaimed Water

Ensure Waste Water Plant energy efficiency to minimize carbon footprint



PUBLIC SERVICES: Wastewater/Stormwater/Collections

Reduce pollution in Lake Apopka through cleaner streets and storm water systems

PROVIDE RECREATION, ARTS & CULTURE

Provide desirable parks, facilities, programs and events for recreation, arts and culture that cater to active and healthy lifestyles including a mixture of leisure interest for both residents and visitors.



PARKS & RECREATION

Provide a balanced variety of quality parks, facilities, recreational and cultural experiences

SUPPORT PUBLIC EDUCATION & LEARNING OPPORTUNITIES

Support elevating the quality of K-12 public education and attract as well as broaden community opportunities for institutions of higher and advanced adult learning.



COMMUNITY RELATIONS

Actively engage and support local K-12 students and families through diverse learning opportunities

RECRUIT AND DEVELOP TOP TALENT

Maximize productivity by acquiring and retaining talent that best matches the City’s organizational needs.



HUMAN RESOURCES

Recruit and select high quality candidates for all positions

Increase development opportunities for City employees

Improve productivity of workforce

MAINTAIN QUALITY SERVICES & INFRASTRUCTURE

Vigilantly provide and ensure a network of high quality services and infrastructure for all parts of Winter Garden.



PUBLIC SERVICES: Engineering

Ensure timely and within budget completion of all planned CIP projects annually

Proactively safeguard engineering design standards throughout the City



PUBLIC SERVICES: Wastewater & Reclaimed Water

Improve and maintain odor controls at wastewater treatment facility

Reduce Fats, Oils and Grease from the wastewater stream through industrial pretreatment public education

More environmentally friendly City with a focus on reducing ground water withdrawals

Minimize equipment failure through proactive maintenance

Prolong Waste Water Plant asset and equipment life and minimize failures



PUBLIC SERVICES: Wastewater/Stormwater/Collections

Prolong the service life of the City’s infrastructure through timely maintenance

Reduce flooding incidents thereby reducing citizen storm water complaints



PUBLIC SERVICES: Water Treatment & Pumping

Raise consumer confidence in the City’s drinking water

Prolong Water Treatment Plant asset and equipment life and minimize failures



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Maintain optimal water pressure levels and minimize water service interruptions for residents

IMPROVE AND MAINTAIN MOBILITY

Create and maintain a network of highways, roads, multi-purpose paths and transportation alternatives that make uncongested links to all parts of Winter Garden including downtown.



COMMUNITY DEVELOPMENT

Improve and facilitate safe bicycle, pedestrian, and vehicle mobility throughout the City



PUBLIC SERVICES: Water/Reclaimed Distribution & Streets

Improve pedestrian infrastructure, bicycle and automobile transportation

DELIVER QUALITY SERVICES EQUITABLY & RESPECTFULLY

Ensure the highest level of customer service excellence in all situations for all stakeholders.



FACILITIES MANAGEMENT

Provide “best in class” customer service through prompt responses and timely completions of PM work orders



FISCAL MANAGEMENT

Deliver high levels of service in all fiscal needs when supporting departments and employees



UTILITY BILLING

Provide a responsive and consistent Utility Billing service experience



FLEET MANAGEMENT

Maximize Fleet asset use and longevity through timely preventive and corrective maintenance



INFORMATION TECHNOLOGY

Enable staff to maintain high levels of productivity when using technology to provide services to the community and throughout the City

High performing hardware and software systems that enable productivity and service delivery



COMMUNITY RELATIONS

Deliver excellent customer service experience to all citizens & residents at every contact point



HUMAN RESOURCES

Achieve a productive and safe workplace

Excellent and professional HR service experience to all employees and departments



PUBLIC SERVICES: Administration

Ensure safety in all Public Services areas through training and accountability

Prompt and responsive telephone customer service experience on all Public Services inbound calls



COMMUNITY DEVELOPMENT

Provide excellent and responsive customer service to all developers, contractors & residents

FOSTER A CULTURE OF TEAMWORK AND COLLABORATION

Cultivate a productive environment that inspires valued and high performing employees.



SHARED GOAL BY ALL DEPARTMENTS

Promote a high performing organization